

**State of New Jersey**

**Department of Labor and Workforce  
Development (NJ DLWD) Department of Health and  
Senior Services (DHSS)**

**Public Employees Occupational Safety and Health  
PEOSH**

Five-Year Strategic Plan FY 2004 - FY 2008

August 6, 2003

State of New Jersey Department of Labor and  
Workforce Development (**DLWD**) Department of  
Health and Senior Services (**DHSS**)  
Public Employees Occupational Safety and Health (PEOSH) Five-Year  
Strategic Plan  
FY 2004 - FY 2008

## **I. INTRODUCTION**

This document presents the DLWD/DHSS PEOSH Five-Year Strategic Plan. The plan defines PEOSH's goals and objectives and establishes measures for the agency's performance. Through this strategic plan initiative, PEOSH will continue to be results-oriented with clearly measurable goals that mark progress toward achieving the plan. Plan development drew on PEOSH staff experience and expertise with guidance from the Region 2 Federal OSHA Office.

Based on the broad goals and objectives outlined in the Five-Year Plan, PEOSH will develop an Annual Performance Plan each year that defines program activities and goals to be achieved annually. Over the course of five years, the accomplishment of the Annual Performance Plan objectives will contribute to achieving the overall goals and objectives of the Five-Year Plan. Consultation, training and enforcement will be utilized to reduce the injury and illness rates and achieve our objective of a safer, healthier work environment.

## **II. MISSION**

It is the policy of the State of New Jersey to ensure that all public employees be provided with safe and healthful work environments free from recognized hazards. It is the responsibility of the New Jersey Department of Labor and Workforce Development, Office Public Employees Occupational Safety and Health (PEOSH) to promulgate standards for the protection of the health and safety of its public workforce, and it is in the public interest for public employers and public employees to join in a cooperative effort to enforce these standards. That is what the legislature envisioned when enacting the New Jersey Public Employees' Occupational Safety and Health Act.

The following strategies are crucial to PEOSH's mission:

- Establish and maintain standards that reduce hazards in the workplace
- Encourage employer and employees to recognize and reduce the number of safety and health hazards.
- Promote the value of Safety and Health in the workplace.
- Conduct compliance inspections without advanced notice.

- Providing safety and health educational programs and information materials.
- Establishing voluntary compliance programs.

### **III. VISION**

PEOSH's vision *is to be our customer's first choice for safety and health program support*. We will achieve this goal by providing timely, practical, courteous, and professional service. Support services include consulting, training and education, and establishing compliance. Outreach initiatives with municipalities, counties, state agencies, and employee associations will persuade customers to take advantages of our resources.

To accomplish our mission, several key things must happen:

- Customer expectations are achieved.
- Processes are customer-focused and user friendly.
- Operational efficiency is optimized for customer focus while meeting internal need.
- Commitments must match resources.

Our vision is built from the respect and increasing participation that exists between PEOSH, municipalities, state agencies, and employees. We are all successful when workplace injuries and illnesses are prevented.

PEOSH envisions a future where:

- State and local agencies have increasing numbers of effective, self sufficient safety and health programs.
- New safety and health strategies and innovative concepts are used to advance awareness and stakeholder participation in safety and health. New philosophies and tools build on past successes.
- Education, technical support, and consulting activities are expanded to provide learning opportunities that help state and local agencies become proactive in addressing workplace safety and health.

- New information technologies are used to meet customer needs quickly and easily. PEOSH's WebPages (labor and health) are useful and frequently accessed by customers. This enables PEOSH to provide, quick and easy, valuable safety and health information.
- Safety and health programs become a successful cooperative effort between management, employees, and unions.

#### **IV. COMPLIANCE PROGRAM PROFILE AND STRATEGIC TOOLS**

PEOSH operates a federal OSHA-approved State program that enforces safety and health standards in public sector workplaces over which the U.S. Department of Labor has no jurisdiction. As an OSHA-approved State program, we adopt standards and enforce requirements that are at least as effective as Federal requirements. Outreach services are also provided to the public sector. Outreach services include our consulting service and training and education programs.

##### **Strategic Tools:**

**Compliance Enforcement** activities are conducted by safety and health compliance officers. Each compliance officer acts in a courteous, practical, and professional manner when conducting scheduled inspections, responding to worker complaints, and investigating fatalities or serious accidents. PEOSH ensures that employee participation is present and compliance guidance is provided throughout the inspection process. Focused inspections are used where good safety and health programs are found. Where violations are discovered, orders to comply (OTC) are issued to assure employees a workplace free from recognized safety and health hazards. Strong enforcement is used to establish an effective deterrent for employers who fail to meet safety and health responsibilities.

**Consulting Services and Partnerships** enable public employers to use a voluntary and proactive approach to improving safety and health management and eliminating hazards. PEOSH consultants provide free assistance to New Jersey's public sector employers to help them establish quality safety and health programs, prevent occupational illnesses and injuries, identify and eliminate workplace hazards, and interpret OSHA and PEOSH standards. No penalties are proposed or citations issued for hazards identified by the consultant.

**Training and Education** programs and seminars are offered and can be customized to users' needs. Our technical staff is highly experienced and skilled in tailoring training programs. This service is well respected in the public sector community PEOSH serves. PEOSH continually provides technical and personal skill development opportunities for staff.

**Department of Labor and Workforce Development; The Office of Statistics Program Planning and Analysis Evaluation (NJOSTAT)** provides information on workplace injuries, illnesses, and fatalities that occur in New Jersey. This group will be a key partner in monitoring strategic plan results oriented goals. Additional injury/illness and fatality data collection within the NJOSTAT is currently being sought. With this additional data, site-specific targets and outcomes can be measured.

**Standard Promulgation** will continue to set standards to establish minimum levels of worker protection against hazards found in the public sector to maintain a safe and healthful workplace for all public employees. The promulgation process will systematically and timely respond to new federal rules and regulations that impact the New Jersey Plan.

**Outreach Initiatives:** PEOSH will capitalize on our best asset, its staff. Customers who have worked with the staff become advocates and inform others in state and local agencies. Increasing the frequency of contacts between PEOSH staff and agency officials is the marketing plan cornerstone. The outreach plan requires the delivery of several outreach tools such as, bulletins, newsletters, WebPages, mailings, as well as administrative support. New outreach materials are being developed and aged material updated.

Participation in association outreach programs and conferences, using professional booth displays and outreach/marketing tools is imperative. Outreach during this five-year plan will develop enhanced outreach brochures for state and local agencies.

**Risk Management:** PEOSH. Initiatives must focus on a risk management or loss control perspective in addition to technical support and hazard identification. Technical support is well established. A larger risk management roll that makes persuasive argument for safety and health initiatives using accident, operation, and workers compensation cost, and profit/tax margins is lacking. Successful outreach to state and local agency leaders must include this perspective. PEOSH strives to partner with other agencies to facilitate and enhance the risk management model.

**Technology:** Effective technology use is paramount in meeting growing customer expectations. PEOSH can make great use of the latest technology in product delivery, customer service, and outreach initiatives. Over the five-year plan, PEOSH expects to leverage technology to improve productivity.

Internet information delivery has been and will continue to be a cornerstone of the educational process. State agencies are increasingly turning to the Internet for support. PEOSH will use all electronic mediums and tailor them to meet the end user needs.

**New Jersey Public Sector Demographics:** The current public sector worker population covered under the PEOSH Act is now 518,764 employees and approximately 30,000 volunteer firefighters. This includes 128,063 regular payroll state employees and 390,701 local (county and municipal) government employees.

The public sector is divided into two sections: state agencies and municipal government.

State agencies can be divided into the following major SIC classifications:

SIC	Description State Agencies	Departments	2002 Employment
80	Health Services	10	13,691
82	Educational Services	19	33,125
83	Social Services	20	12,806
91	General Government	13	14,854
92	Justice, Public Order and Safety	44	23,866
93	Finance, Taxation & Monetary Policy	5	5,429
94	Adm of Human Resources	9	8,403
95	Adm of Environ. Quality & Housing	13	4,090
96	Economic Programs	23	6,902
16	Department of Transportation	3	4,897
Total	State Government	96	128,063

Municipal government is divided into the following SIC classifications, where SIC 91 - General Government is used to classify all municipal employees not included in any of the other categories'

SIC	Description Municipal Government	Municipality/County	2002 Employment
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49	Public Works/Water/Sewer	284	8,974
82	Elementary & Secondary Education	1,977	231,112
91	General Government	587	133,516
92	Police/Fire/ Justice/Safety	350	12,141
80	Health Services	19	4958
Total	Local Government	3217	390,701

\* Does not include approximately 30,000 volunteer firefighters

## **VI. THE CHALLENGE:**

PEOSH resources are of good quality and well respected among state and local agency leaders. Resources are well focused to one of our goals: enforcement of safety and health policy that establishes employer conformance to safety and health standards.

PEOSH strategic plan includes, as a key component, inclusion and consideration of its partners, stakeholders, and customer requirements and needs. PEOSH must establish mechanisms that enable stakeholder input. Agency programs must change, as the customer needs change to enable serving the constituencies well. Collaboratively working with constituencies will conserve resources and enable leveraging existing resources.

Achieving the plan goals depends heavily on leveraging resources. Current workloads and complaint response must continue. While more successful collaboration with state agencies, municipalities, and organizations may diminish complaints, we do not anticipate this occurring overnight. Therefore, most gains and movement toward achieving our plan will be done through establishing working relationships, collaboration, and educational programs. Stakeholder input is vital to this strategy. Stakeholder input channels will be implemented via the five year plan. In addition, and more informally, customer input is solicited at every appropriate opportunity to assure customer focus is continually enhanced.

PEOSH policies toward state and local agencies must become more "business-friendly". However, strong enforcement must be maintained where working relationships and collaboration is unsuccessful in achieving needed and timely abatement of hazards.

Local economic, business, and election factors also contribute significant change in the public sector as it does in the private sector. Establishing safety and health program viability and continuity in this changing environment requires strong institutionalizing of the safety and health management system. This change will also require extra effort in sustaining collaborative relationships that are built over time and enable changing behavior toward safety and health issues, which garner greater participation.

Opportunities are presented by change as well. PEOSH must position itself to take advantage of the change by building new collaborative relations with government administrators. PEOSH sponsored outreach and educational programs will orient new public officials to the safety and health effort. PEOSH can be a leader and facilitator for New Jersey's public employers.

**VII. IMPACT FACTORS**

The PEOSH five-year plan is based on stable funding provided by the New Jersey Legislature and OSHA Grant Agreements. Changes in public policy enacted by the legislature, Congress, or riders attached to other bills could impact PEOSH's ability to meet the goals and objectives outlined in the five-year plan.

The data PEOSH will utilize is stale data in that it is not current. PEOSH is presently working with other State agencies and divisions to enable PEOSH to access raw data on injuries to public employees statewide with no lapse time from injury to reporting. This capability will allow PEOSH to use data which is significantly more accurate.

PEOSH has, since the State Plan Agreement, hired almost all the staff necessary to fulfill the goals set in this plan. The additional staff will allow PEOSH to conduct more enforcement inspections and training sessions. The additional personnel also have allowed PEOSH to hire and train personnel to do on-site consultation visits. The staff is stable and PEOSH does not anticipate any departures in the near future.

**VIII. PEOSH's STRATEGIC GOALS**

Achieving the strategic goals over the five-year plan requires incremental annual progress. Progress requires a strategy to move from one point to another. Incremental progress presumes a measuring method. Performance targets, to the greatest degree possible, are presented in measurable terms. For several performance goals, measurement tools need to be developed or refined. Measurement application is an ongoing process to enable adjustment in strategies and resource allocation to assure plan achievement over time.

Listed in the following sections are the outcome goals and strategies PEOSH will use to achieve plan results. Included are performance goals, indicators and the anticipated measurement data and processes. Outcome goals and performance goals definitions are in a table format presented in Attachment A.

**Strategic Goal #1**

***Improve workplace safety and health for all public employees as evidenced by fewer hazards, reduced exposures and fewer injuries, illnesses, and fatalities.***

Outcome Goal: Reduce the number of worker injuries and illnesses, by focusing statewide attention and Agency resources on the most prevalent types of injuries, illnesses, the most hazardous public occupations, and the most hazardous workplaces.

Performance Goals: Decrease injuries and illnesses in state, county and/or local agencies in the specific NAICS segments by 5% by 2008 as follows (1 % per year):

#1.1 - New Jersey Department of Transportation/Public Works (NAICS-234)

#1.2 - Sewage Treatment Plants (NAICS-22132)

#1.3 - Nursing Homes (NAICS-623)

Strategies to Achieve Goals:

Comprehensive inspections of targeted hazardous workplaces will be conducted to achieve success in areas with high injury/illness rates.

Training will be conducted to increase awareness and knowledge of hazardous conditions.

Assist state agencies and municipalities in meeting their safety and health agenda by tailoring consulting services and frequency to move their safety agenda incrementally forward.

Help establish direction for state agencies using available OSHA 300 Log data, data, and agency guidelines to drive state agency safety and health goals.

Intensify outreach to targeted SIC codes and operations.

Maintain strong enforcement presence as an effective deterrent for employers who fail to meet their safety and health responsibilities.

## **Strategic Goal #2**

***To promote safety and health values in New Jersey's public sector workplaces.***

Outcome Goal: To promote public sector employer and worker awareness of, commitment to, and participation in safety and health.

Performance Goals:

#2.1 - Disseminate safety and health information, including guidelines, compliance assistance with applicable standards/rules, hazard bulletins, training/educational seminars, outreach, etc., to 100% of identified workplaces in the firefighting industry by 2008.

#2.2 - Disseminate safety and health information, including guidelines, compliance assistance with applicable standards/rules, hazard bulletins, training/educational seminars, outreach, etc., to 100% of identified Hazardous Materials (HAZMAT) Teams by 2008.

#2.3 - Every year, 80% of public employers targeted through consultation visits rate the intervention as highly effective (score 7 or higher, on a scale of 1 thru 10 on customer satisfaction survey).

#2.4 - Every year, 80% of compliance assistance interventions (e.g., outreach, seminars, mass mailings, hazard bulletins, newsletters, etc.) conducted/distributed in the public sector have rated the intervention as highly effective (score 3 or higher, on a scale of 1 thru 5 on customer satisfaction survey).

#2.5 - 100% of PEOSH Interventions (e.g., inspections, consultations, etc.) will include employee involvement (every year).

#2.6 - Award Safety and Health Achievement Recognition (e.g., SHARP, Inspection Deferral) to 20 worksites by 2008.

#### Strategies to Achieve Goals:

A program to familiarize the firefighters of the State with the Incident Command System and the importance of its use is being developed. The seminars will be given in various geographic locations throughout the State with invitations extended to all volunteer and paid fire departments.

PEOSH has developed a survey to be disseminated at all consultation, training and compliance assistance activities, which will produce the percentage to achieve the goal.

PEOSH requires the participation of an employee representative at all inspections conducted.

PEOSH plans to adopt the Safety and Health Achievement Recognition Program (SHARP) to fit the needs of public employers.

New publications will be distributed to aid municipalities and state agency safety committees understand and use available PEOSH and other resources. Training and educational programs will be tailored to customer needs. High satisfaction will promote greater use of consulting and support tools.

Establish benchmark quality standard *for* outreach publications by providing contemporary technical writing seminars. Use benchmarks in peer review processes.

Provide focused safety and health material to special interest groups via the Internet and automatic fax systems.

PEOSH will conduct inspections and outreach to all hazardous material response (HAZMAT) teams that can be identified. The purpose of the inspections will be to ensure that they are in compliance with PEOSH hazardous waste operations and emergency response standard, the PEOSH respiratory protection standard and any other standard applicable to the worksite.

### **Strategic Goal #3**

***To secure public confidence through excellence in the development and delivery of PEOSH programs and services.***

Outcome Goals: a) Respond effectively to legal mandates, so that workers are provided full protection under the PEOSH Act; b) Increase/improve the number of implemented emergency preparedness/homeland security programs and services, coordinating efforts with Federal, State, County and Local agencies.

Performance Goals:

#3.1-Initiate inspections of fatalities and catastrophes within one (1) day of notification for 95% of occurrences to prevent further injuries or deaths by 2008.

#3.2 - Safety Complaints: By 2008, initiate 95% of safety complaint inspections within five (5) days of notification.

#3.3 - Health Complaints: By 2008, initiate 80% of non IAQ health complaint inspections within five (5) working days of notification.

#3.4 - Increase/improve the number of implemented emergency preparedness/homeland security programs and services, coordinating efforts with Federal, State, County and Local agencies.

Strategies to Achieve Goals:

Use of a twenty-four hour answering service affords PEOSH the ability to respond to catastrophes and/or fatalities, expeditiously, at any given time or day.

PEOSH has developed an in-house tracking system to facilitate the assignment of complaints. Complaints of imminent danger are prioritized and responded to immediately.

Foster union-management relationships and employee participation to develop and implement new programs and strategies.

Develop time line models for promulgation of standards and regulations that enable tracking timely completion.

Develop processes that keep work products in electronic medium for storage and retrieval.

Involve compliance staff in outreach and training initiatives that leverages their knowledge and improves abatement.

Establish progress charting and reporting systems that track goal achievement for programs and individuals.

Celebrate and share successes and minimize failure impact.

Provide tools and processes that enable staff to complete timely work that meets plan timeliness goals.

Maximize stakeholder input in rule making processes to increase understanding, acceptance, and widespread knowledge of rules intent and requirements.

# Attachment A

## **Strategic Plan FY 2004 .0 FY 2008**

Strategic Goals

Outcome Goals

Performance Goals

Strategic Goals, Outcome Goals, Performance Goals  
**N.J. DLWD/N.J. DHSS - PEOSH Program**

STRATEGIC GOAL #1	Improve workplace safety and health for all public employees as evidenced by fewer hazards, reduced exposures and fewer injuries, illnesses and fatalities.
OUTCOME GOAL	Reduce the number of worker injuries and illnesses, by focusing statewide attention and Agency resources on the most prevalent types of injuries and illnesses, the most hazardous public occupations, and the most hazardous workplaces.
PERFORMANCE GOALS	Decrease injuries and illnesses in state, county and/or local agencies in the specific SIC/NAICS segments by 5% by 2008 as follows (1 % per year):
1.1: NJ DOT /Public Works 1.2: Sewage Treatment Plants 1.3: Nursing Homes	<ul style="list-style-type: none"> <li>• #1.1: NJ Dept. of Transportation/Public Works (NAICS-234)</li> <li>• #1.2: Sewage Treatment Plants (NAICS 22132)</li> <li>• #1.3: Nursing Homes (NAICS-623 )</li> </ul>
PERFORMANCE INDICATORS	<p>Activity Measures:</p> <ul style="list-style-type: none"> <li>• # of inspections conducted in targeted NAICS</li> <li>• # of consultation visits conducted in targeted NAICS</li> <li>• # of Outreach/Training and Education Seminars conducted in targeted SIC</li> </ul> <p>Intermediate Outcome Measures:</p> <p>Reduction injuries and illnesses in targeted industries by 1 % per year.</p> <p>Primary Outcome Measure:</p> <p>Decrease injuries and illnesses in state, county and/or local agencies in the specified SIC segments by 5% by 2008.</p>
SOURCE OF DATA	OSHA Integrated Management Information System (IMIS), BLS Annual Survey of Occupational Injury and illness, and the New Jersey Department of Labor's Office of Statistics.
BASELINE	Baseline level to be developed in FY2004 using 2001 BLS data.
COMMENTS	

**Strategic Goals, Outcome Goals, Performance Goals  
N.J. DLWD/N.J. DHSS - PEOSH Program**

STRATEGIC GOAL #2	<b>To promote safety and health values in New Jersey's public sector workplaces.</b>
OUTCOME GOAL	To promote public sector employer and worker awareness of, commitment to, and participation in safety and health.
PERFORMANCE GOALS	<p><b>Performance Goal 2.1:</b></p> <p>Disseminate Safety and Health information, including guidelines, compliance assistance with applicable standards/rules, hazard bulletins, training/educational seminars, outreach, etc., to 100% of identified workplaces in the <b>firefighting industry</b> by 2008.</p>
PERFORMANCE INDICATORS	<p>Activity Measures:</p> <ul style="list-style-type: none"> <li>• # of consultant visits conducted (upon request)</li> <li>• Develop training programs for presentation to the Fire Fighter Stations, utilizing various handouts, NFPA regulations, Incident Command etc.</li> <li>• # of outreach and training/education seminars conducted</li> <li>• # of outreach and training/education materials developed and disseminate to the firefighting industry.</li> </ul> <p>Intermediate Outcome Measures:</p> <p>At least 20% of identified firefighting establishments, per year, received relevant safety and health education and training.</p> <p>Primary Outcome Measure:</p> <p>By 2008, 100% of identified firefighting establishments received safety and health education and training.</p> <p>OSHA Integrated Management Information System (IMIS), Department of Community Affairs, and the Intervention Form 55/66</p>
SOURCE OF DATA	
BASELINE	538 Fire Departments
COMMENTS	

**Strategic Goals, Outcome Goals, Performance Goals  
N.J. DLWD/N.J. DHSS - PEOSH Program**

STRATEGIC GOAL #2	<b>To promote safety and health values in New Jersey's public sector workplaces.</b>
OUTCOME GOAL	To promote public sector employer and worker awareness of, commitment to, and participation in safety and health.
PERFORMANCE GOALS	<p><b>Performance Goal 2.2:</b></p> <p>Disseminate Safety and Health information, including guidelines, compliance assistance with applicable standards/rules, hazard bulletins, training/educational seminars, outreach, etc., to 100% of identified <b>Hazardous Materials (HAZMAT) Teams</b> by 2008.</p>
PERFORMANCE INDICATORS	<p>Activity Measures:</p> <ul style="list-style-type: none"> <li>• # of inspections conducted (NJDHSS)</li> <li>• # of consultant visits conducted (upon request)</li> <li>• Develop training programs for presentation to New Jersey's HAZMAT Teams, utilizing various handouts, OSHA regulations including 1910.120, etc.</li> <li>• # of outreach and training/education seminars conducted</li> <li>• # of outreach and training/education materials developed and disseminates to New Jersey's HAZMAT Teams.</li> </ul> <p>Intermediate Outcome Measures:</p> <p>At least 20% of identified HAZMAT Teams, per year, received relevant safety and health education and training.</p> <p>Primary Outcome Measure:</p> <p>By 2008, 100% of identified HAZMAT Teams in New Jersey received safety and health education and training.</p>
SOURCE OF DATA	OSHA Integrated Management Information System (IMIS) and New Jersey Department of Environmental Protection.
BASELINE	To be determined using FY 2003 information.
COMMENTS	

**Strategic Goals, Outcome Goals, Performance Goals  
N.J. DLWD/N.J. DHSS - PEOSH Program**

STRATEGIC GOAL #2	<b>To promote safety and health values in New Jersey's public sector workplaces.</b>
OUTCOME GOAL	To promote public sector employer and worker awareness of, commitment to and participation in safety and health.
PERFORMANCE GOALS	<p><b>Performance Goal 2.3:</b></p> <p>Every year, 80% of public employers targeted through consultation visits rate the intervention as highly effective (score 7 or higher, on a scale of 1 thru 10 on customer satisfaction survey).</p>
PERFORMANCE INDICATORS	<p><u>Activity Measures:</u></p> <ul style="list-style-type: none"> <li>• # of consultation visits conducted</li> <li>• # of survey responses received where employer rated the consultation visit as highly effective (score 7 or higher, on a scale of 1 thru 10).</li> </ul> <p><u>Intermediate Outcome Measures:</u></p> <p>80% of public employers targeted through consultation visits rate the intervention as highly effective (score 7 or higher, on a scale of 1 thru 10).</p> <p><u>Primary Outcome Measure:</u></p> <p>80% of public employers targeted through consultation visits rate the intervention as highly effective (score 7 or higher, on a scale of 1 thru 10).</p>
SOURCE OF DATA	OSHA Integrated Management Information System (IMIS) and Statistical Analysis of Surveys.
BASELINE	Since this goal is measured annually, no baseline applies.
COMMENTS	

**Strategic Goals, Outcome Goals, Performance Goals  
N.J. DLWD/N.J. DHSS - PEOSH Program**

STRATEGIC GOAL #2	<b>To promote safety and health values in New Jersey's public sector workplaces.</b>
OUTCOME GOAL	To promote public sector employer and worker awareness of, commitment to, and participation in safety and health.
PERFORMANCE GOALS	<p><b>Performance Goal 2.4:</b></p> <p>Every year, 80% of compliance assistance interventions (e.g., outreach, seminars, mass mailings, hazard bulletins, newsletters, etc.) conducted/distributed in the public sector have rated the intervention as highly effective (score of 3 or higher, on a scale of 1 thru 5 on customer satisfaction survey).</p>
PERFORMANCE INDICATORS	<p>Activity Measures:</p> <ul style="list-style-type: none"> <li>• # of education/training seminars conducted</li> <li>• # of other compliance assistance interventions (e.g., mass mailings, hazard alerts, etc.) conducted/distributed</li> </ul> <p>Intermediate Outcome Measures:</p> <p>Every year, 80% of compliance assistance interventions conducted/distributed in the public sector has rated the intervention as highly effective (score of 3 or higher, on a scale of 1 thru 5).</p> <p>Prim~ Outcome Measure:</p> <p>Every year, 80% of compliance assistance interventions conducted/distributed in the public sector has rated the intervention as highly effective (score of 3 or higher, on a scale of 1 thru 5).</p>
SOURCE OF DATA	<p>OSHA Integrated Management Information System (IMIS), including Compliance Assistance Intervention Forms 55/66.</p> <p>Since this goal is measured annually, no baseline applies.</p>
BASELINE	
COMMENTS	

**Strategic Goals, Outcome Goals, Performance Goals  
N.J. DLWD/N.J. DHSS - PEOSH Program**

STRATEGIC GOAL #2	<b>To promote safety and health values in New Jersey's public sector workplaces.</b>
OUTCOME GOALS	To promote public sector employer and worker awareness of, commitment to, and participation in safety and health.
PERFORMANCE GOALS	<p><b>Performance Goal 2.5:</b></p> <p>100% of PEOSH Interventions (e.g., inspections, consultations, etc.) will include <b>employee involvement</b> (every year).</p>
J: .PERFORMANCE INDICATORS	<p>Activity Measures:</p> <p>Enforcement Activities:</p> <ul style="list-style-type: none"> <li>• Number of inspections conducted</li> <li>• Number of inspections conducted where employees were conferred with</li> </ul> <p>Consultation Activities:</p> <ul style="list-style-type: none"> <li>• Number of consultation visits conducted</li> <li>• Number of consultation visits where employees were conferred with.</li> <li>• Number of compliance assistance activities (outreach, seminars, etc.) where employees were targeted/involved.</li> </ul> <p>Intermediate Outcome Measures:</p> <ul style="list-style-type: none"> <li>• 100% of PEOSH Interventions include employee involvement</li> </ul> <p>Primary Outcome Measures:</p> <ul style="list-style-type: none"> <li>• 100% of PEOSH Interventions include employee involvement</li> </ul> <p>OSHA's Integrated Management Information System (IMIS).</p> <p>Since this goal is measured annually, no baseline is applicable.</p>
SOURCE OF DATA	
BASELINE	
COMMENTS	

**Strategic Goals, Outcome Goals, Performance Goals  
N.J. DLWD/N.J. DHSS - PEOSH Program**

STRATEGIC GOAL #2	<b>To promote safety and health values in New Jersey's public sector workplaces.</b>
OUTCOME GOAL	To promote public sector employer and worker awareness of and commitment to and participation in safety and health.
PERFORMANCE GOALS	<b>Performance Goal 2.6:</b> Award Safety and Health Achievement Recognition (e.g., SHARP, Inspection Deferral) to 20 worksites by 2008.
PERFORMANCE INDICATORS	<p><u>Activity Measures:</u></p> <ul style="list-style-type: none"> <li>• # of Safety and Health Achievement Recognitions awarded</li> </ul> <p><u>Intermediate Outcome Measures:</u></p> <ul style="list-style-type: none"> <li>• # of Safety and Health Achievement Recognitions awarded</li> </ul> <p><u>Primary Outcome Measure:</u></p> <ul style="list-style-type: none"> <li>• Award Safety and Health Achievement Recognition to 20 worksites by 2008.</li> </ul>
SOURCE OF DATA	OSHA Integrated Management Information System (IMIS), and Manual Tracking.
BASELINE	Not applicable
COMMENTS	PEOSH's Public Sector Consultation Program will encourage and promote employers with effective Safety and Health Program to achieve recognition status.

**Strategic Goals, Outcome Goals, Performance Goals  
N.J. DLWD/N.J. DHSS - PEOSH Program**

STRATEGIC GOAL #3	<b>To secure public confidence through excellence in the development and delivery of PEOSH programs and services.</b>
OUTCOME GOALS	Respond effectively to legal mandates, so that workers are provided full protection under the PEOSH Act.
PERFORMANCE GOALS	<b>Performance Goal 3.1</b> Initiate inspections of fatalities and catastrophes within one (1) day of notification for 95% of occurrences to prevent further injuries or deaths by 2008.
PERFORMANCE INDICATORS	<u>Activity Measures:</u> <ul style="list-style-type: none"> <li>• # of fatalities/catastrophes received</li> <li>• # of fatalities/catastrophes investigated within 1 day of notification.</li> </ul> <u>Intermediate Outcome Measures:</u> <ul style="list-style-type: none"> <li>• 95% of investigations started in one (1) day.</li> </ul> <u>Primary Outcome Measure:</u> <ul style="list-style-type: none"> <li>• 95% of investigations started in one (1) day.</li> </ul>
SOURCE OF DATA	OSHA Integrated Management Information System (IMIS)
BASELINE	Since this goal is measured annually, no baseline applies.
COMMENTS	

**Strategic Goals, Outcome Goals, Performance Goals  
N.J. DLWD/N.J. DHSS - PEOSH Program**

STRATEGIC GOAL #3	<b>To secure public confidence through excellence in the development and delivery of PEOSH programs and services.</b>
OUTCOME GOAL	Respond effectively to legal mandates, so that workers are provided full protection under the PEOSH Act.
PERFORMANCE GOALS.	<b>Performance Goal 3.2A</b>  Safety Complaints: By 2008, initiate 95% of safety complaint inspections within five (5) working days of notification.
PERFORMANCE INDICATORS	Activity Measures: <ul style="list-style-type: none"><li>• # of safety complaints received</li><li>• # of safety complaint inspections initiated within 5 days.</li></ul> Intermediate Outcome Measures:  FY 2004: 75% safety complaint inspections initiated within 5 days. FY 2005: 80% safety complaint inspections initiated within 5 days. FY 2006: 85% safety complaint inspections initiated within 5 days. FY 2007: 90% safety complaint inspections initiated within 5 days. FY 2008: 95% safety complaint inspections initiated within 5 days.  Primary Outcome Measure:  By FY 2008, initiate 95% of safety complaint inspections within five (5) working days of notification.  OSHA Integrated Management Information System (IMIS)
SOURCE OF DATA	
BASELINE	This is cumulative goal, no baseline applies.
COMMENTS	

**Strategic Goals, Outcome Goals, Performance Goals  
N.J. DLWD/N.J. DHSS - PEOSH Program**

STRATEGIC GOAL #3	<b>To secure public confidence through excellence in the development and delivery of PEOSH programs and services.</b>
OUTCOME GOALS	Respond effectively to legal mandates, so that workers are provided full protection under the PEOSH Act.
PERFORMANCE GOALS	<p><b>Performance Goal 3.2B</b></p> <p>Health Complaints: By 2008, initiate 80% of health complaint inspections within five (5) working days of notification.</p>
PERFORMANCE INDICATORS	<p>Activity Measures:</p> <ul style="list-style-type: none"> <li>• # of health complaints received</li> <li>• # of health complaint inspections initiated within 5 days.</li> </ul> <p>Intermediate Outcome Measures:</p> <p>FY 2004: 60% health complaint inspections initiated within 5 days. FY 2005: 65% health complaint inspections initiated within 5 days. FY 2006: 70% health complaint inspections initiated within 5 days. FY 2007: 75% health complaint inspections initiated within 5 days. FY 2008: 80% health complaint inspections initiated within 5 days</p> <p>Primary Outcome Measure:</p> <p>By FY 2008, initiate 80% of non IAQ health complaint inspections within five (5) working days of notification.</p> <p>OSHA Integrated Management Information System (Th1IS)</p>
SOURCE OF DATA	
BASELINE	This is cumulative goal, no baseline applies.
COMMENTS	

**Strategic Goals, Outcome Goals, Performance Goals  
N.J. DLWD/N.J. DHSS - PEOSH Program**

STRATEGIC GOAL #3	<b>To secure public confidence through excellence in the development and delivery of PEOSH programs and services.</b>
OUTCOME GOAL	Increase/improve the number of implemented emergency preparedness homeland security programs and services, coordinating efforts with Federal, State, County and Local agencies.
PERFORMANCE GOALS	<p><b>Performance Goal 3.3</b></p> <p>Increase/improve the number of implemented emergency preparedness homeland security programs and services, coordinating efforts with Federal, State, County and Local agencies:</p>
PERFORMANCE INDICATORS	<p>Activity Measures:</p> <ul style="list-style-type: none"> <li>• Number of emergency preparedness activities (Le., drills, seminars, etc.) where PEOSH was involved in.</li> <li>• Number of homeland security and emergency response related information materials prepared/developed and disseminated by PEOSH</li> <li>• Number of emergency preparedness training sessions conducted for PEOSH staff</li> <li>• Number of emergency preparedness training/outreach seminars conducted to public employers.</li> </ul> <p>Intermediate Outcome Measures:</p> <ul style="list-style-type: none"> <li>• Increase PEOSH staff's awareness and preparedness of homeland security and emergency response skills and procedures.</li> <li>• Increase public employers' awareness and preparedness of homeland security and emergency response skills and procedures.</li> </ul> <p>Primary Outcome Measure:</p> <ul style="list-style-type: none"> <li>• Increase PEOSH staffs awareness and preparedness of homeland security and emergency response skills and procedures.</li> <li>• Increase public employers' awareness and preparedness of homeland security and emergency response skills and procedures.</li> </ul>
SOURCE OF DATA	OSHA Integrated Management Information System (IMIS)
BASELINE	Not Applicable
COMMENTS	Coordination with Federal, State and Local authorities on homeland security and Emergency Preparedness issues.